

Building a brand identity for the Brazilian market

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<p>The objective of this study is to support Oy Santa Claus Licensing Ltd. to establish brand-licensing opportunities in Brazil. In order to achieve this, it starts by finding out the core values of the Santa Claus Finland brand. Next, it identifies which attributes will make the brand stand out from its competitors. Thirdly, it characterizes the brand positioning in Brazil. The research findings lead to recommendations on how to introduce the brand in Brazil, and identify potential licensees.</p> <p>The theoretical framework introduces the concept of licensing as well as Aaker David's brand identity model. As branding evolves rapidly, several electronic sources, including blogs and electronic papers, are cited in the literature review. According to the literature review, licensing is more than adding a logo into a product or merging brand names. Licensing is a way to extend brand value, to increase brand awareness, and to gain new market share. Literature review sources share a common understanding of the importance of brand identity and its centrality for organizations' success. The way in which companies understand, build and treasure brand identity positively affects their performance and engages customers.</p> <p>The study was executed in the form of a qualitative survey, with sample data collected by email and face-to-face interviews. The findings indicate that the Santa Claus Finland brand requires market specific adaptation in Brazil. The concluded core identity of the brand was love, good will, solidarity and unity. These attributes, as well as the brand imagery and its authenticity, differentiate the brand from its competitors. The research pointed out that a strong brand story would provide advantage to the brand in Brazil. In addition, the research findings identified some licensing opportunities for the company.</p> <p>In conclusion, study objectives were met. Santa Claus Finland licensing will consider their approach to market according to the research recommendations. One of the research recommendations will evolve into a business case during the summer 2015 with an initial plan to present it to a possible partner during the autumn 2015.</p>	
Key words Brand identity, licensing, Brazil, Santa Claus.	

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1 Introduction

Christmas and Santa Claus are well-known concepts. 71% of the world's population celebrates Christmas, and 4.8 billion people are familiar with Santa Claus. (Santa Claus Foundation 2014.) In 2013, Santa Claus' brand value of was estimated to be 1.6 Trillion USD (Brand Finance 2013). Predecessor figures of Santa Claus go back to the 4th century when Saint Nicholas of Myra, a Greek Christian, got famous for giving gifts to the poor. This story merged later with the English character named Father Christmas, and since then several Santa Claus figures have emerged, originating from Europe and United States of America: Saint Nicholas, Father Christmas, Kris Kringle, and Santa. There are several locations that are believed to be Santa's home: the North Pole in Alaska, Drøbak in Denmark, near Uummannaq in Greenland, Mora in Sweden and Korvatunturi in Finland. Of course, each nation wants to hold their claim as the official home of Santa Claus. (Wikipedia 2015.)

Interestingly enough, no one claims ownership to Santa Claus, probably because there is no one Santa Claus. To some it even sounds offensive to take over a public figure, but considering the brand value that Santa Claus has, should Finland not exploit the Santa Claus brand a bit closer. What kind of brand he actually is, and what could make the Finnish Santa Claus stand out from other Santa figures? Nigel Hollis (2008, 25-26) defines a global brand as "one that has transcended its cultural origins to develop strong relationship with consumers across different countries and cultures". I find this quotation inspiring for this research, because although the Finnish Santa Claus has its cultural origin in Finland, it could still be meaningful to build bridges between the brand and its audience around the world.

1.1 Santa Claus Finland Licensing

This study was performed to support Oy Santa Claus Licensing Ltd. (SCL) establish brand licensing opportunities in Brazil. SCL was appointed by the Santa Claus Foundation to control and develop the Santa Claus Finland (SCF) brand. The Santa Claus

foundation established in 2000 with the aim to improve the well-being of children around the world. (Santa Claus Foundation 2015.) SCL develops and controls all intellectual property rights of the Santa Claus Finland brand, as well as any marketing materials, products or services that relate to the brand. The company's mission is to build and support Finland's image as the real home of Christmas and Santa Claus, and to create the conditions that enable taking advantage of this image. (Santa Claus Finland 2015.)

The official SCF brand is much more than Santa Claus. It is a brand based on the promise of giving and providing quality in every experience. The brand mission is to make the world a better place for children. The philosophy behind the brand is "giving and good will". Brand stories and legends around give adults and children a chance to experience the magical feeling that Santa Claus brings on Christmas, quoted as "still remember that feeling?". Santa Claus himself is a goodwill ambassador who stands for fairness and desire to help others without any religious or political affiliations.

The Finnish government has also discovered the potential that the Santa Claus brand has to stimulate Finland's inbound tourism and grow the country's exports. In 2014, it financed the foundation with 300k e to strengthen the brand's foothold in Asia (Lehtonen 2014). Investments and consistent work seems to be paying off. By May 2015, the SCF brand had established a foothold in China, Korea and India by means of joint ventures with Finnish companies, and by licensing contracts with local businesses.

1.2 Needs and objectives

Though there is still much work to do in Asia, the brand is exploring new regions where to expand. An event organizer from Rio de Janeiro found SCL in 2014 from the Internet, and contacted the company. The local agency wants to introduce the Finnish Santa Claus to people in the city of Rio de Janeiro. The agency's idea is to find local licensing partners and have SCF in commercial centers during Christmas 2015. Although SCL has no previous experience from the Brazilian market, it considered the

agency's proposal as a good opportunity to gain visibility in Brazil. Not much has happened after the first contact, and all actions in Brazil seem to be on hold.

SCL has a strong focus in licensing its brand. When entering a unique market such as Brazil, the licensor must be sure that the brand represents the desired attributes to locals. To some, extending experiences from Korea, China and India can help establishing the brand in Brazil, but cultural differences between Asia and South-America are significant. Korea, China and India are going through a cultural change as locals adopt a western lifestyle. For instance, Christmas has no religious or cultural background in China, India or Korea, but is celebrated more commonly now than ever. Just as Finns adopted celebrating Halloween, the Chinese learned to celebrate Christmas by accepting it as part of their traditions. Historical, cultural and religious backgrounds always affect how people perceive brands. Therefore, every market requires an individual analysis to ensure that a brand's values face no conflicts with local beliefs and that the brand's mission is meaningful to them.

This study aims to speed up the SCF brand development and establishment in Brazil by: understanding Brazilians' associations regarding Christmas and Santa Claus; and building a brand identity that guides the licensor when establishing business, licensing or marketing activities in that country. The research findings will allow the development of the SCF brand strategy framework, and the report outcome will work as an initial framework to establish the desired brand image in Brazil.

Figure 1 summarizes the key strategic objectives for the SCF brand entry to Brazil. The two research phases target to study brand awareness in the market, segment it and position the brand accordingly. The second step after the data analysis is to set recommendations regarding licensees.

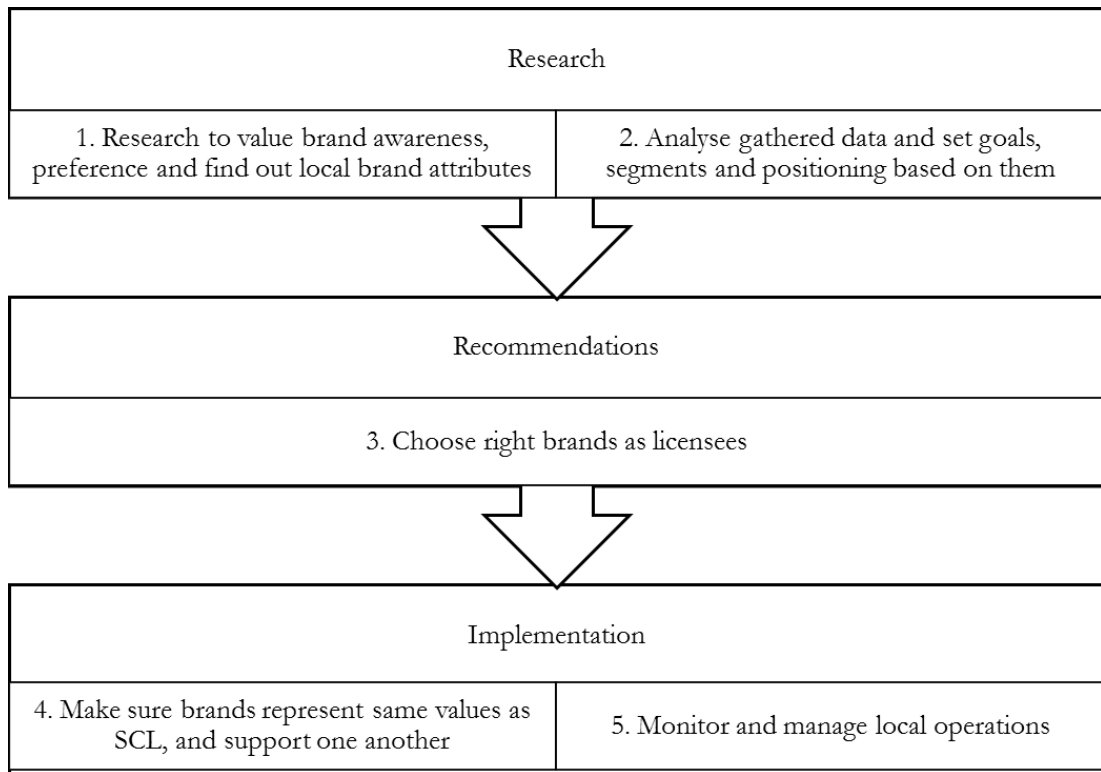


Figure 1. Key strategic objectives

The implementation objectives are to ensure that the licensee brands share mutual values with SCF. Monitoring licensees is out of scope of this research. This study proposes implementation recommendations, but the actual implementation is for SCL to execute. In such an early brand establishment stage, it is premature to say if the implementation is possible according to the study's recommendations. There is no estimation of the required implementation resources, or if the implementation could be performed within the given research period. The co-operation with the agency in Rio de Janeiro is also on the inception phase, and cannot just yet proceed to implement the research recommendations.

1.3 Research problem

A research problem scopes the research and defines the desired objectives for a project outcome (Walliman 2011, 29). After identifying a need for this research with SCL, and discovering a mutual interest, the main research problem was defined as: "how does

the Santa Claus Finland brand adapt to Brazil?”. This complex research problem was divided into the following sub-questions:

Q1: How do Brazilians relate to the core values of the Santa Claus Finland brand?

- To what degree does the brand translate into the Brazilian culture?
- What are the main triggers and barriers for using the brand?
- Can we identify consumers segments that might respond differently to the brand’s meaning?

Q2: What brand values or attributes would make the brand stand out from the crowd?

- What are Brazilians’ perceptions towards the brand’s visual elements?
- What are the signs that would make the brand recognizable?

Q3: What would be the positioning statement of the brand in Brazil (what, how, to whom, where, why and when)?

- What would make the Finnish Santa Claus brand unique and believable in Brazil?
- Who would be a credible licensee for Santa Claus Finland?

2 Literature review

In this part of the study, I look into theories that have a practical approach to brand building. I focus on finding relevant brand concepts from literature with models that place research findings into context. I concentrate also on brand identity, which is a key condition for building strong brands, and establishing brand equity (Aaker 2002, 104). The research findings guide brand imagery, but the subject is not in the study’s scope and therefore is left out the literature review.

The literature review begins by explaining what brands and licensing models are. After introducing these two concepts, the review continues to present a brand identity mod-

el, and the attributes that shape the identity. At the end of the chapter, I summarize key review findings.

2.1 What is a brand?

Back in the 1960s marketers associated a brand's visual assets as differentiators. Since then, the understanding of brands has evolved tremendously. Many still recognize brands by their visual assets, but consider them more for their meaning to people. Brands exist in customers' minds more than in products or services. Brands consider timeless and unique representing values that stay current outdated and original throughout times. (Batey 2008, 3.)

Brand research considers equally brands' tangible and intangible attributes. Instead of focusing on product or service attributes, which can be hard to differentiate from competitors but easy for them to copy, researchers' need to explore the difference between products and brands, as well as the relationship between the two. As figure 2 outlines, brands are much more than a set of products or services. (Aaker 2002, 73-74.) A brand is a cohesion of every touchpoint and association that customers have with it, whether it is something intentionally created by the brand, or initiated by customer.

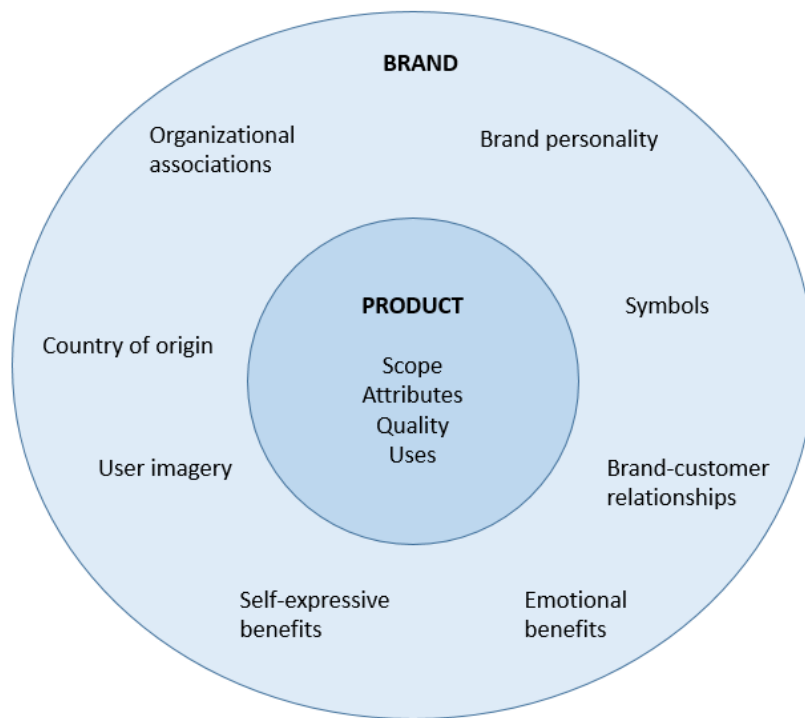


Figure 2. Aaker (2002, 74) A brand is more than a product.

Customers perceive product attributes, found in the center of figure 2, through their senses, according to object qualities. These qualities are seen, heard, smelled, touched and tasted. The external layer of the figure contains brand possessions, which are people's individual creations, existing in their minds. The brand possessions are subjective in nature, but often have associations to individuals' previous experiences. (Batey 2008, 85.)

For example, every person interprets differently the word Santa Claus. A person might associate "Santa Claus" to a Santa Claus character, which raises negative or positive memories. This memory association has feelings attached; perhaps a happy feeling of meeting Santa Claus, or a disappointed one because of not receiving an expected gift. People's associations of Santa Claus can also be something completely else and unrelated to Christmas or Santa Claus.

The emotional side of brands, which forms from brand possessions, is referred to as brand equity. According to one definition, brand equity is a measure of brand loyalty

from its target segment. High brand equity requires deep relationship with customers and favorable attitude. Brand equity can vary according to market, but loyalty is considered the highest in a brand's home market. As opposed to a brand's emotional richness, its monetary value compounds from the premium that customers are prepared to pay for its name and logo. In some cases, a company might have high brand equity, but little revenue. (Johansson & Carlson, 2014, 30-31.)

The world's biggest licensor in 2014 (Global License 2014), The Walt Disney Company, is endorsed for its products, but what made it a successful brand is its original core promise to create happiness through magical experiences. This promise has remained the same for decades (Adamson 2014). Although many brands have notable tangible assets, the emotional value that brands create to customers is greater than their actual products. Hallmark, for example, is a known brand for its greeting cards, but the emotional meaning that the brand has to its customers is more valuable than a paper card (Batey 2008, 11).

In this initial phase of building a brand for the Brazilian market, a solid foundation of the SCF brand can support licensing and other brand establishment activities. If the brand expands to various sectors, a good understanding of brand equity will help to evaluate if they are true to the brand, and what eventually makes the branded products different and better from others in their categories (Kompella 2015, 71).

2.2 Brand image

A brand identity constitutes how a brand desires customers to perceive it, whereas brand image describes people's current perceptions of the brand (Aaker 2002, 180). The way that a certain group of people perceives a product, a brand, a celebrity person, a company or a country is referred to as image. A brand image is the result of branding activities and customers' interpretations. It is how the receiver side interprets all brand related signals of services, products, communications, and other points of contact. The signs originate from brand identity and from other extraneous factors, which are dis-

connected from the brand but speak for it. The “noise” factors include companies without brand identity that try to survive by imitating competitors’ marketing communications. Another example of “noise” factors is companies that aim to please everyone by building an image that pleases everybody, but in the process get lost with their brand identity and end up meaningless to customers. A third example of “noise” source are brands with fantasied identities that are not projected into their brand image. In these cases, the brand audience is disconnected from the brand, or even rejecting it. (Kapferer 2008, 174-175.)

A brand identity should be comparable to its image. Brand communication programs should address any differences between image and identity, with a target to enrich and reinforce the image, or to exploit and remove unwanted image associations. (Aaker, 180, 2002.) Successful branding activities align the customer’s image of a brand with its identity (Johansson & Carlson 2014, 80). To influence brand image, communications use various channels, such as positioning messages, word of mouth, consumers experience and social media (Johansson & Carlson 2014, 80).

2.3 Licensing

Brand licensing is more than just adding a logo into a product, or merging a brand’s name with another brand. In successful licensing, both brands extend their value and increase their awareness. It gives the licensor an opportunity to gain new market share fast without having to invest into brand extensions. It also offers an opportunity for both brands to access new revenue. (Sales & Marketing Management smm 2011.)

Licensing as a brand phenomenon reflects the two main principles of business: producing revenue and expansion (Kapferer 2008, 164). The interest in licensing opportunities is compounded by an assumption that companies with strong brands achieve pricing, channel, entry barrier, and stock market advantages. Companies with strong brands are often able to collect premium prices from customers, and do not necessarily

need to respond to price wars, because customers focus more on brand benefits than on price. (Johansson & Carlson 2014, 18-19.)

A licensing agreement is an arrangement in which a licensor gives something of value to a licensee in exchange for performance and payments from the licensee. The licensor may give the licensee manufacturing expertise, technical or marketing advice and assistance, the right to use a patent or the permission to use a trademark or a trade name. (Hollensen 2004, 311.) Although the licensors' and licensees' end goals for a partnership are mutual, their roles in the process are somewhat different. Table 1 classifies the roles of licensors and licensees. Prior to a licensing agreement, the licensor needs to confirm that the brand is appealing in the target market, as well as to a potential licensee. To avoid a potential soured brand image, the licensor and licensee should share the same core values, which should be treasured also in the target market.

Table 1. Roles of licensor and licensee, adopted from Wheeler (2009, 87)

	Licensor	Licensee
Pre	<ul style="list-style-type: none"> ▪ Set licensing goals and establish objectives ▪ Approve annual strategic licensing plan ▪ Approve prospective licensees ▪ Approve licensed products, packaging, marketing and collateral materials 	<ul style="list-style-type: none"> ▪ Set licensing goals and establish objectives ▪ Approve annual strategic licensing plan (brand acquisition) ▪ Approve prospective licensors ▪ Develop, manufacture, and market approved products
Post	<ul style="list-style-type: none"> ▪ Provide access to licensable assets and/or develop style guide ▪ Register trademarks in appropriate categories ▪ Pursue trademark infringers ▪ Execute license agreements 	<ul style="list-style-type: none"> ▪ Monitor marketplace for trademark infringers ▪ Deliver quarterly royalty reports and payments

Post-licensing activities include monitoring activities by both licensing parties. While the licensor continues to develop the brand, the licensee needs to respect the licensor's guidelines and is responsible for producing market-approved products (Wheeler 2009, 87).

Even brands that can stand alone may strongly benefit from licensing. Several big brands are on the top of Forbes' (2013) top 10 licensed brand extensions list of the top 10-licensed brand extensions. As an example from the list, a licensing partnership between Angry Birds and Star Wars is acknowledged as a brilliant partnership for both brands. When Angry Birds released their Star Wars application, it took only two and a half hours for the application to rise to the top of the U.S. application chart. (Forbes 2013.) This is a great example of how a strong brand from the 1970s gained new territory in cooperation with a brand from the 2000s.

2.4 Brand identity

A brand identity is the core for all activities related the brand, and is central to the brand's strategic vision. It provides direction, purpose and a meaning to the brand. A strong brand identity helps companies build brand equity by increasing recognition, awareness and customer loyalty. (Wheeler 2009, 23.) Brand identity does not only enable decisions but also constrains those. It limits how far the brand positioning can go without jeopardizing the brand (Johansson & Carlson 2014, 61). Even though a brand identity is supposed to guide marketing activities, the identity purpose is not to fulfil marketing goals and focus only to developing communication programs and advertising slogans (Aaker 2002, 71).

There are several models for defining brand identity, and several additional adaptations from them. Two models that are referred quite often in the branding literature are Jean-Noel Kapferer's "Brand Identity Prism" and David Aaker's "Brand Identity Model". The two models have their similarities, such as focusing on the relationship between tangible and intangible brand assets and acknowledging the importance of brand personality. Both models also reflect how brand assets and personality affect the brand-customer relationship. This study relies on Aaker's framework model due to its thorough coverage of the subject, from initial brand analysis to post brand establishment activities.

I have divided Aakers' brand identity model into three parts in this study (attachment 1). The first part of the model, circled in red, begins with a strategic analysis of the internal and external factors. It urges a brand analysis from customers', competitors', and internal points of view.

The second part of Aaker's model, seen in yellow in attachment 1, focuses on a strategic identity system. It distinguishes brand essence, core and extended identity, which stem from product, organization, personality and symbol brand features. An effective brand identity specifies a brand's strengths, values, and vision. It is also a way for organizations to express their values and purpose. By understanding their brand identity, companies increase brand credibility and define a unique value proposition. (Aaker 2002, 72.)

The last part of Aaker's brand identity model, circled in green in attachment 1, focuses on the brand implementation system. It is divided into three phases: brand position, execution and tracking. An identity implementation begins by defining the brand's positioning statement that is actively communicated to the target audience. The positioning statement includes the advantage of the brand over other brands. (Aaker 2002, 176.)

2.4.1 Core and extended identity

Brand identity consist of core and extended identities. The core identity contains the brand's timeless essence, which remains unchanged over time. It forms from people's associations, and is independent from market changes. (Aaker 2002, 85-86.)

The core identity captures elements that make the brand unique and valuable. If an organization's values and culture align with its brand's core identity, the latter takes care of itself. (Aaker 2002, 87.) A way to identify a core idea that will stay relevant over time is to focus into human needs and desires (Clifton, Simmons, Ahmad, Anholt, Barwise, Bowker, Doane, Feldwick, Lindemann, Allen, Bahr Thompson, Blackett, Bymer,

Faulkner, Hilton, Poulter & Smith 2003, 86). The core identity should answer to the following questions (Aaker 2002, 86):

“What is the soul of the brand?”

“What are the fundamental beliefs and values that drive the brand?”

“What are the competencies of the organization behind the brand?”

“What does the organization behind the brand stand for?”

A brand’s extended identity fills in the gaps by adding details of what the brand stands for. The extended identity is the driver, containing brand elements that should be visible in marketing. It helps companies to decide which communication or program is effective, and what to leave outside as damaging attribute. These elements are also commonly included to brand slogans. (Aaker 2002, 87-88.)

2.4.2 Identity contributors

Core and extended brand identities are built upon a subset of the 12 elements listed in Aaker’s brand identity model (attachment 1, under product, organization, person, and symbol). The contributors that are most relevant to brand identity and that differentiate the brand from competition are the elements that support the core and extended identities (Aaker 2002, 105-106). This study goes through these four contributors, focusing on the elements that are most relevant to it.

Product-contributed identities often fail to differentiate from competitors, and tend to be easy to copy. The risk of building a brand identity from product attributes lies on losing the brand’s differentiation if the competition starts replicating the product. Take as example the assumption that all hotels are expected to be clean. Cleanness can be part of a hotel’s brand identity, but does not qualify as a brand differentiator. Brand identities based on product attributes also limit brand extension strategies due to inflexibility. Brand identities based on intangible attributes leave more room for extensions and market adaption. (Aaker 2002, 75-76.)

One way to differentiate a brand from its competitors is to establish its identity upon the **organization** behind it. Organizational values and culture can reflect the way customers perceive the brand. Employees can endorse the brand's customer image in various ways, for example during events and by committing to the values and culture of their organization. (Aaker 2002, 116.) Organizational associations are especially relevant to service brands as the company's reputation links directly to how customers experience the brand. Such associations can be a competitive advantage, but reflecting company strategy and maintaining quality in a global market is challenging to most brands (Aaker & Joachimsthaler 2002, 52-53.)

Brand-as-a**person** suggests considering brands as people like. People, as well as brands, are more than their external features. What usually makes brands interesting are the emotions that they cause in people. Brands and people without personality are easily forgotten, because they do not call to people's emotions. A brand's personality affects customers in many ways by being fun, educative or serious. Personality helps a brand to be memorable, gain awareness and create relationships with customers (Aaker & Joachimsthaler 2002, 53). It makes a brand stronger and in optimal cases generates self-expressive benefits, helping customers express their personality. A unique brand personality differentiates brands from competitors, and can be used for developing marketing programs (Aaker 2002, 83-84, 174).

Product and non-product related characteristics define a brand's personality. Product characteristics, such as price, category or package positioning automatically reflect the kind of personality customers perceive the brand to have. A cheaply priced brand is hardly ever perceived as being luxurious. The non-product related characteristics have the same effect to a brand's identity. Any user imagery, sponsorships, symbol, age, country of origin, company image, CEO or celebrity endorsements can either sanction or dispute a brand's identity. (Aaker 2002, 145-147.)

A **symbol** is usually included to brands core or extended identities. A strong symbol communicates a brand's identity to customers, and increases brand recognition and recalls. (Aaker & Joachimsthaler 2002, 54.) I will not discuss much about symbolism, but I wish to point out a few relevant examples related to colors and their significance.

Colors have meanings that vary according to culture. For example, the two dominant Christmas colors are white and red. In China, red means love, lucky, happy, long life and fertility (Gains 2014, 76.). To Brazilians, red is a hot color, to which they associate passion, love and energy (Significados). The other color example white means mourning, coldness, sterility, humility and age in China (Gains 2014, 76.). Whereas in Brazil it signifies peace, purity and cleanliness, and is associated to happiness (Significados). When considering a brand's symbology, it is important to consider coloring according to the target market, to ensure it addresses the brand's audience as desired.

Building a brand identity requires good consideration of various factors. Identifying the most relevant and unique attributes helps brands escape possible identity traps. If the SCF's brand identity is built only upon the Santa Claus character, and other aspects are forgotten, it will not differentiate from its competitors. In order to build the SCF's brand identity we need to discover people's emotional associations, as well as explore the organizational and competitive factors behind the brand.

2.4.3 Value proposition

Sales occurs in every touchpoint that brands have with their customers. A strategic brand identity manages a brand's value proposition, maintaining it aligned in every sales channel. A value proposition makes it easier for customers to recognize the brand from competitors. (Wheeler 2009, 23.) The value proposition includes brand's functional, emotional and self-expressive benefits (Aaker 2002, 95). The brand benefits are motivators behind customers brand choice. The benefits describe to customers how the brand can make their lives easier, or more meaningful (Batey 2008, 118-120).

Customers experience emotional benefits when purchasing or using a brand (Aaker & Joachimsthaler 2002, 50). Figure 3 addresses in hierarchical order the relation between a brand structure and brand benefits. A strong brand identity reduces customers' functional risk whether the brand will do what is supposed to. For a brand to be able to reduce customers' psychological risk, customers need to obtain a brand image that is more or equal than the image they have of competing brands. For the brand to supplement customers' self-expression, it has to be well known with its own personality. (Johansson & Carlson 2014, 81-82.)

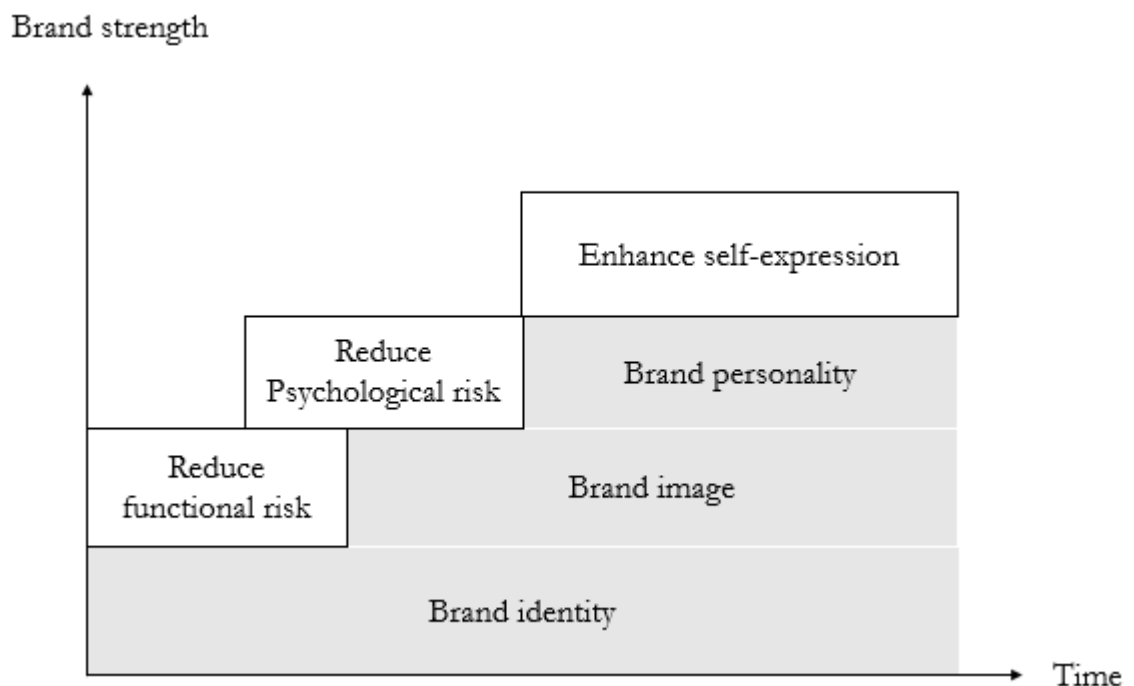


Figure 3. Johansson & Carlson (2014, 82) the brand foundation and brand benefits

Customers are not always aware of brands' **emotional benefit** to them, as those originate from humans' fundamental needs (Batey 2008, 118-120). The emotional benefits bring richness and depth to customers' brand experience. Strong brands can provide customers with emotional benefit of positive feelings, which initiate either from the brand itself or from memories that customers associate with the brand. (Aaker 2002, 97.) Humans' basic emotions are constant in cultures, but are influenced by the culture in the way emotions are understood and expressed (Batey 2008, 25-26). When re-

searching customers' emotions the research focus should be on customers' feelings: How do customers feel when using or purchasing the brand? What feelings stand out to customers when they achieve the brand's functional benefit (Aaker 97, 2002)?

Customers experience **self-expressive benefits** when they are able to create a certain self-image by using a certain brand, in which case the brand works as a vehicle that fulfills customer's self-expressive need (Aaker & Joachimsthaler 2002, 50). The self-expressive benefits support customers to express their identity and values they believe in. By choosing a certain brand, a customer boosts her or his identity in a visible way, so that other people around the customer will notice it as well. (Batey 2008, 118-120).

Aaker (2014b.) has identified two reasons why customers might want to "join" a brand. Not only because customers would think the brand is better in quality, but because they want to be more than customers. Customers hope to become colleagues, friends, or partners with the brand. Result in engagement and brand loyalty. First of the two perspective that Aaker recognizes is the "sweet spot" program, where a brand focuses into customers' interests, activities and passions. Based on customers' desires the brand creates a program that matches customers' sweet spot the best. Second perspective of joining a brand is the "higher purpose" concept. Many organizations support meaningful programs, which also employees respond to, and customers respect. A brand with a higher purpose can make people passionate about the brand as they share the purpose and associated actions. Currently, the most common higher purpose is sustainability. It does not take place only inside organizations, but outside. Offering brand customers' ways to joint efforts to help, by changing habits'.

2.4.4 Positioning

A brand positioning statement roots from the brand's value proposition. The positioning statement should resonate with customers why they should prefer this brand to other brands. It answers to questions about the brand's identity, audience and its points of advantage. The positioning statement also defines the brand's primary and

secondary audiences. The positioning elements that resonate with customers, and differentiate the brand from its competitors, are ultimately included to the brand's communication programs. (Aaker 2002, 183.)

The brand positioning statement must be proactive, defensible, and difficult to attack. Three principal brand association differences are performance associations, brand imagery associations, and consumer insight associations. The performance associations link to how well a service or a product meets customers' functional needs, if the product or service did what it supposed to. The brand imagery associations take place if a customer chooses a brand according to illustrational experience on who uses the brand and what the circumstances are. The insight associations require in-depth knowledge of brand's point of difference from competitors, and acceptance from the brand's audience. The insight association ascend only when the brand performance and imagery aligns with customers association. (Lane Keller, Sternthal & Tybout 2002, 5-6.)

Brand's points-of-difference should be desirable to customers and deliverable (Lane Keller et al. 2002, 6). Unlike brand identity or brand's value proposition, the brand positioning can change over time (Aaker 2002, 178). Aging brands constantly confirm that they are up to date with business environment and in touch with customers' changing needs. Sometimes it can be necessary to explore again the meanings associated with the brand to get a good insight on customers' motivations and goals for using the brand. (Lane Keller et al. 2002, 5.)

Brands' differentiated elements should be internally consistent and not possess one another. A brand positioned as inexpensive, is typically not associated to be the "the best quality". Notably, some positive attributes can also have negative associations. When Apple launched Macintosh, its key point of difference was that it was "user friendly", which conflicted with customer associations. At that time an easy-to-use computer thought not to be powerful, which considered as a significant brand quality when customers chose a computer. (Lane Keller et al. 2002, 6.)

A successful value proposition should attract potential licensees, but before getting recognition from licensees, the brand needs to be desired by the audience. I think that if the SCF brand is positioned well, it will differentiate from competitors. Having said, positioning a brand that is based on a character who officially belongs to no one is challenging. Though Santa Claus is not possessed by any particular country, the character has strong community bond in several countries. When claiming that Santa Claus Finland is the authentic Santa, people from countries that have strong bond to Santa, might feel that SCL is stepping on their toes.

2.4.5 Brand story

Throughout history, humans have told and educated others with stories about peoples' goals, values and believes. Nowadays stories often use as a branding tool with aim to bring emotional dimension to an organization, and to create a personal connection between the brand and customer. Although brand and company stories have similar elements those are always unique, given that it really is about your company or brand. A brand story usually answers to customers' likely questions on who the brand or company is?; What does it do?; Where did it come from?; Where is it going? In several companies, sales people mostly use storytelling as a sales asset, but if the story is empowered by everyone starting throughout the organization, it becomes an influential communications asset, and can develop deep customer relations. (LePla, Davis & Parker 2003, 44-45.)

Aaker (2014a) identifies four characteristics of an effective story: A narrative, climax, authenticity, and a brand-related goal. The narrative captures people's attention in the beginning of the story, involves people to the story, and concludes it. Peoples' emotional engagement to the story draws by the climax it has. A story with an authentic place, people it involves, or challenges it addresses makes the story effective. Last, a story should not disassociate from the brand. An effective story communicates the

brand's intended message. A second example (LePla et al. 2003, 46) of a good brand story presents similar phases than Aaker's example. It follows the storyline:

- The birth of the idea
- Unique constructive events
- How challenges were overcome
- Brand strengths
- Key messages and how those created
- Ultimate success

Brand stories do not need to be 100% true to be convincing. A good brand story is made of facts, feelings and interpretations. (Leading by Branding course notes 2014.) Counter-arguments are less likely to occur when facts embed to a storyline, because the storyline itself distracts people. Facts are also recalled well when they are discovered by people themselves. However, it is also good to keep in mind, to avoid bombarding a story with series of facts. (Aaker 2014a.) An efficient way to make a story appealing is to use descriptive words that conjure with peoples' deeper feelings that are relevant to the brand's promise and its image (Leading by Branding course notes 2014). The story content does not always need to come from the brand's owners. Especially stories that progress over time can have co-created content from customers. The user-generated material from blogs, tweets and reviews engages customers, and makes the story more credible to others. At the same time, the thought of losing control over what is said about the brand, scares some brand owners. (Kompella 2015, 56.)

In some cases brand stories require cultural adaptation to rule-out unethical behavioral, or encouragement to it. There are also several imaginary ways to bring brand stories to the real world, for instance with brand mascots or other characters. (Leading by Branding course notes 2014.) Some brand characters are recognized by generations. As example the Coca Cola company, which has had the same Santa Claus in its advertisements since it first appeared in 1931. To some people he represents the authentic Santa Claus that supports the brand's heritage.

2.5 Theoretical summary

As a conclusion, I wish to share a metaphor on how branding concepts link to one another. A path to a treasure in figure 4 is a brand's **mission**, its destination where it wants to be. Navigating in stormy waters is not always easy, but being aware of the boundaries, the **values** that the brand represents throughout the journey, increases its chance to reach the target. Although boats have captains, they also need someone to navigate with the same boundaries, the **licensee**. People who are hunting for the treasure need a vehicle for crossing the waters. Ports are packed with boats. A decision upon which boat to sail with, is done according to boats external features, how the crew acts, and who else is in the boat or have seen before in that boat. According to the boat's **personality** and peoples' **image**.

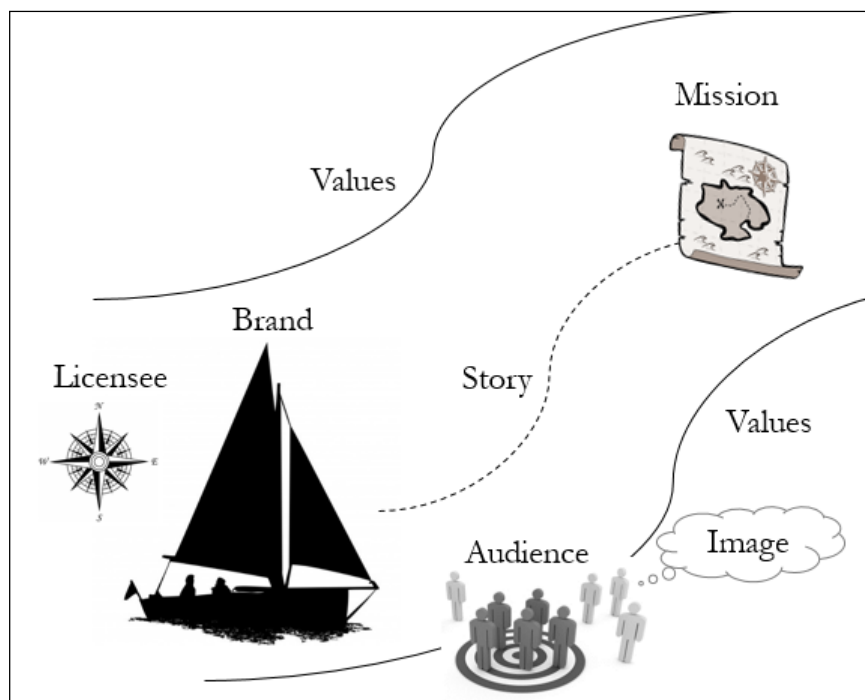


Figure 4. Brand concepts, adapted from “Integrated Brand Metaphor” LePla et al. 2003, 40

Stories that people heard from sailors on boat, are about who the sailors are, where they come from and where they are heading. Occasionally, a person onboard might contribute to storytelling by adding her personal experience of the boat to the story. After the journey people remember their **associations** of the boat, its crew, and other people who were on that journey.

A good starting point to a brand journey is a comprehensive understanding of the brand, and where it is heading. A brand identity recognizes as brand's goal on how it desires to be. Understanding brand audience and their perceptions of the brand will help to define brand actions, to ensure that the brand image aligns with its identity. No matter how well a brand is prepared, there are uncontrollable “noises” that can disturb the brand image.

3 Research process

This chapter follows research process that Sanders, Lewis and Thornhill (2009, 139) shaped to a form of an “onion”. The “research onion” presented in figure 5, structures research process into six layers. A researcher requires to reflect every important step of a research process when following the onion from its outskirts to core.

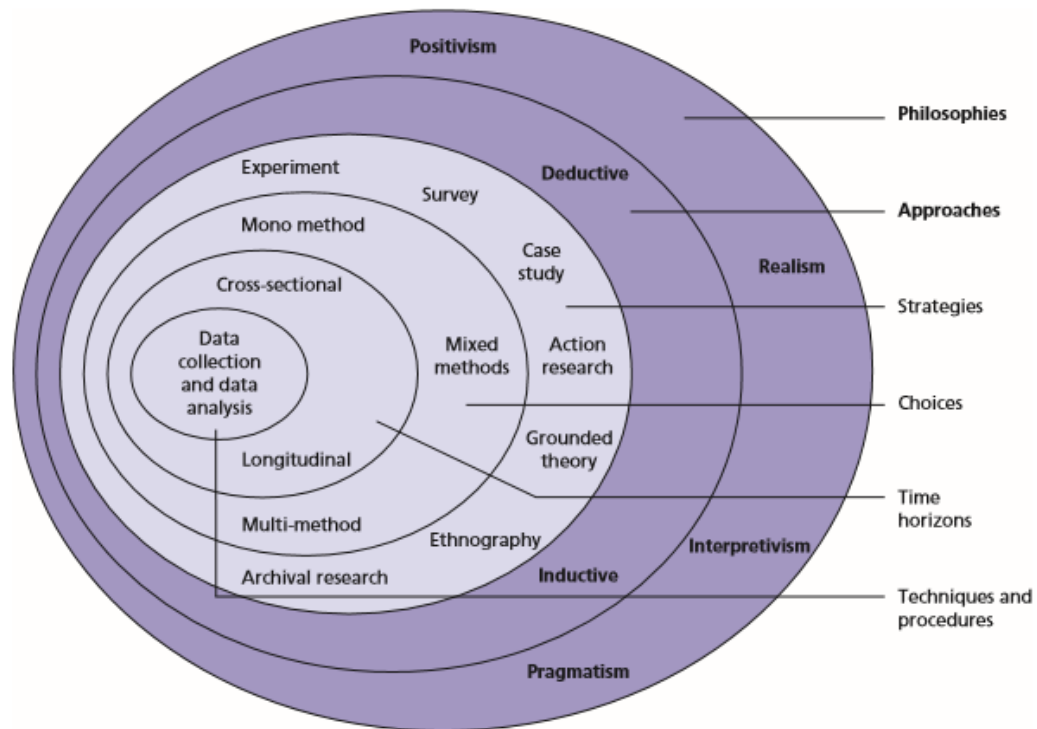


Figure 5. Saunders, Lewis & Thornhill (2008, 139) the research 'onion'

3.1 Research philosophy and approach

Researching is about finding information of facts, developing understanding of causes and portraying the world around us. Every person interprets phenomena differently, and each of us has an individual impression of reality. Naturally, the way people observe their surroundings influences how they are as researchers. Research philosophies, the external layer of the onion, evaluate how critical people are towards their studies, and how they evaluate those. People should always be aware of their research philosophy, even if it would not exist. (Walliman 2011, 15-16.)

Two most extreme philosophical approaches to understanding reality are **positivism** and **interpretivism**. The positivist approach that I have as a researcher, assumes that the world around is real and I can find truths from it. It states that knowledge is a result of scientific methods gained from experiments, and builds upon what is already known.

A **deductive** approach to research is characteristic to positivism. The approach starts from general theories and moves into specific results. As opposite to the deductive approach, interpretivism explains relevancies with a bottom-up approach: starting from specific results and moving into theories. (Walliman 2011, 21; 25.) My goal as researcher is to maintain an objective and external role in the research. I avoid interfering into research findings before actually having to interpret data.

3.2 Strategy and method

The following three layers of the “research onion”, method, time horizon, and strategy I discuss together as those relate very close to one another. Some research strategies support a deductive and others an inductive approach (Saunders, Lewis & Thornhill 2008, 141). A strategy purpose is to draw a way to a desired target, based on current knowledge of internal and external factors, such as resources and schedule. The strategy alone does not guarantee success, but it structures the research approach in order to meet the target.

Scholars have identified various research strategies out of which some have gained greater recognition than others have. The nature of this research and its geographical boundaries best support a **survey** strategy that mainly uses in exploratory and descriptive researches. The survey strategy objective is to find relationships and produce models of the relationships. The research strategy provides better control over a research process, and ensures that findings will eventually be representable of the research population. Although a survey data collection is often recognized as quantitative, it also includes data obtaining methods that are used in structured interviews (Saunders, Lewis & Thornhill 2008, 144-145.)

The layer of choice in the “research onion” refers to a data collection technique that is used in the research. Data can collect in two ways. With a mono method technique when only one data collection method is used, or as a multiple method technique applying several data collection techniques. The researcher’s choice also refers to how the

collected data is analyzed. For instance when applying a mono method technique to a research, the researcher combines one qualitative data collection technique, such as interviews, with qualitative data analysis. (Saunders, Lewis & Thornhill 2008, 182-183.) The researcher's choice aligns with the research strategy and with the nature of the research. Studies about science and society rely mostly to quantitative data that is analyzed as numbers in various statistical techniques. Whereas people's feelings, habits, and emotions cannot measure as numbers, but as words which are obtained and analyzed as **qualitative** data. (Walliman 2011, 71.) Strong brand identities rarely base on quantitative research data. In order to gain a deep customer understanding, a qualitative approach to subject is typically required. (Aaker & Joachimsthaler 2002, 58.)

This research design is **evaluative**. An evaluative research aims to look deeper into social issues than what facts would show (Walliman 2011, 11). A researcher's time horizon reflects a period, which the research covers. It can be a cross-sectional snapshot of a particular time, or a longitudinal representation of events over a longer period. (Saunders, Lewis & Thornhill 2008, 186.) This research reflects events that occurred over a long period, but focuses on what kind of memories and feelings people have from those now. Therefore, I define the research as **cross-sectional**. The events that took place in the past are explored according to what kind of associations' interviewees' have on the events on the time of the data collection.

3.3 Data collection

The heart of the "research onion" is data collection, an action plan leading to the necessary data. First to consider is where and how to get the data: from a large or a small group of people, by observing or by measuring a phenomena. Deciding this defines the actual data collection method. If research data is collected by asking questions, it defines as a conductive interview. Additionally, data can be collected by observing with or without researchers involvement, from experiments or by manipulating situation. (Walliman 2011, 92.)

This research includes primary and secondary data. The secondary online data mainly from Brazilian newspapers, give good background information and gives further understanding to the research subject. Any secondary data that is used in researches, is recorded and interpreted by someone else. Therefore, its validity should always be considered according to the data source. (Walliman 2011, 70-71.)

Primary research data is the one closest to the research object, and the nearest one can get to the truth. Most typical ways to collect primary data are measuring numerical values, observing events or things with senses, interviewing people of their preferences as well as feelings, and participating to what is studied by experiencing it. (Walliman 2011, 69-70.) In order to find replicative patterns the primary data is categorized and analyzed carefully. As this research aims to discover the irrational brand drivers of SCF, special attention to interviewees directly and indirectly expressed emotions is essential. Understanding interviewees “hidden messages”, is important when analyzing the research data as well as assessing the research’s validity.

This research uses **sampling** for collecting the primary data. Sampling is a way to collect data when researched group is widespread and it is impossible to collect responses from everyone. The sampled research data should represent those group members who excluded from the sample. Regardless of the data, it should always reflect how others would respond. (Walliman 2011, 93.) Generalization is very characteristic to researches with deductive approaches. When generalizing human behavioral, the numerical size of the research sample should be sufficient against the population it reflects. (Saunders, Lewis & Thornhill 2008, 125.)

Because of the research conditions, this research had to compromise with research method and sample size. Gathering data that would be statistically significant against Brazil’s population is impossible with the resources that are available for the study. The initial target of this research was to collect a sample from ten Brazilians who are little exposed to foreign culture, and live currently in Brazil. A target group that locates in

another continent than the researcher narrowed down interview and observation possibilities. The target group is also extremely big and would be close to impossible to interview everyone, or even to collect a sample that I could state to be sufficient against the population of Brazil, which it is supposed to present.

3.3.1 Qualitative survey

The data collection took place in two rounds during May-June 2015. The first data collected with a constructed e-mail survey, and second with semi-constructed face-to-face interviews. The first data collection started in May by sending e-mail invitations to twelve Brazilians who live in Rio de Janeiro. The initial invitation message inquired if the person would like to participate in an interview related to Brazilian Christmas. Eventually eleven invitees accepted the invitation, and seven responded to the interview questions before the end of June.

The data collection's target was to capture the first thought that would come to the interviewees mind after asking a question. This first non-manipulated thought expected to offer the most authentic insight to the research subject. Because of the research's distance factors, onsite interviews had to outline. For having a possibility to monitor interviewees' expression and tone of voice, Skype-videoconference tool planned to use as interview tool. Unfortunately, unstable internet connection in Rio de Janeiro and six-hour time difference prevented using any online conference tools. The data collection technique had to be compromised, and eventually interviews took place as two-phase survey that sent to interviewees by e-mail. The first part surveyed feelings and values that interviewees relate to Christmas, and how Christmas traditionally celebrates in Brazil. The first part of the survey had ten questions that the interviewees emailed back to the researcher. Except for the first two background questions, the rest were open-ended questions. Interviewees advised to start filling in the survey from the first part, and only after completing it, move into the second part.

The second part of the survey, built to SurveyMonkey-online survey tool, explored how current SCF brand imaginarily effects interviewees' emotions and thoughts (attachment 4). In the second part, interviewees asked to describe their feelings about pictures of Wintery Lapland, Santa Claus in humanitarian work, Santa Claus, and animation characters around the SCF brand. Each of the five questions were in a separate web page to reassure that pictures would not influence one another or get confused by the interviewees. As the second part included pictures of Santa Claus and Finland, it revealed more of the research background and therefore had to fill in second.

Survey designed with care to minimalize biases, and to ensure that interviewees' responses would be as authentic as possible. The question ordering followed the idea of funneling, moving from general topics to specific subjects. Finland or Santa Claus did not mentioned at any point prior or in the first part of the survey. Most of the survey questions adapted from branding literature, which ensured that correct questions were asked. All interview communication as well as the survey designed in English, but translated by the researcher and a native Portuguese speaker into interviewees' mother tongue Portuguese. The interviewees also responded in Portuguese.

3.3.2 Qualitative interviews

After collecting almost all survey data from the first round, it was notable that some knowledge gaps would remain as data quality from the second part of the survey was slightly poor. After recognizing this challenge, two face-to-face interviews scheduled with two Brazilian teachers who work for the Brazilian embassy in Helsinki Finland. Both teachers were born and raised in Brazil, but have lived in Finland for several years, teaching Portuguese and Brazilian culture to people living in Finland. Although the main target for the interviews was to find out associations related to Brazilian Christmas season, the interviews offered an opportunity to discuss about the differences between Brazilian and Finnish Christmas seasons.

The face-to-face interviews followed the same survey as e-mail surveys, but were deconstructed to explore interviewees' perspective a bit better. In the beginning of the interviews, interviewees asked to exclude their Finnish experiences and focus on experiences they had in Brazil. Both interviews held in Portuguese and took approximately 30 minutes. The researcher worked as an interviewee and took notes during interviews. The responses categorized on the same day, and followed the same categorizing methods as the first survey interview data.

3.4 Validity

A qualitative research addresses fundamentally problematic issue of validity in survey research. The researcher's skills and the science of the qualitative research are both to guarantee study validity, ensuring that a study examines what researcher thinks it examines. Profoundly chosen research method convinces readers that the research conclusions have validity, and that the discovered knowledge founds on sound findings. (Waliman 2011, 7.)

Several aspects contribute positively to this research's validity. The interview group represents various age groups and both genders. The people who invited to participate to the e-mail interviews are not directly influenced by other cultures. Any influence to interviewees' answers, which could occur from interviewees knowing the researcher, avoided by careful survey design, and by unrevealing any details of the study target.

Asking correct questions is essential to research validity. Most questions from the first part of the survey (attachment 2) are based to branding literature. All interview material was in Portuguese, which is interviewees' native tongue. The questions were in a simple format, and questions asked as direct as possible. The interviewees always asked to express his or her point of view, or discuss of their own experience. No preparation was required from the interviewees' side, and there could be no wrong answers.

The research data was mostly in written format, which enabled a second person, a native Portuguese speaker, to help understanding linguistic challenges in responses. The researcher also had the possibility to ask further information from the interviewee, if the response was unclear.

Most theories from the literature review could apply to any size company, in any industry, regardless of the company origin. The research data could apply to other companies that operate in the same area. The research findings that adopted to Santa Claus Licensing are unique, and cannot adopt as such to other companies.

3.5 Reliability

Qualitative data gives rich understanding to human society. It provides objective insight to research phenomena, with remote interpretations that are effected by transcriber. Because the effect of human interpretation cannot be measured, an assessment of reliability needs to be made. (Walliman 2011, 73.) Research reliability assesses how well the research data and ideas are reasoned, and organized to promote good understanding of the researched phenomena (Walliman 2011, 176).

As researcher, I kept my neutrality during the research process. Without professional bonds to the Santa Claus Licensing, I had no knowledge on what the company has done previously in other markets. This way I could focus in my research problem. Although I have a personal experience of Christmas season in Brazil as well as my associations of the Santa Claus Finland, those excluded entirely from the research data in order to maintain subjectivity and authenticity when interpreting the research data.

In addition, a comprehensive literature review completed to support the survey design, and for modeling the research data. The research data documented and transcribed along the research process. All research data finalized to its final form at the same time, to ensure sustainability in research reliability. Due to the research language, a native

Portuguese speaker assisted when needed, to ensure that research data understood correctly.

4 Findings

Santa Claus Licensing requested that the research focus would be in rational and irrational brand drivers. Their request treasured when designing the interview questions, during interviews and now when analyzing the findings. In order to identify causes and common patterns from the research data, it first summarized in English (attachment 3 and 4). After this first step, three further analyses took place, which are introduced later when presenting on the research findings. This chapter also includes my interpretations of the research findings. By including my interpretations, I wish to adapt the data findings into context and models that presented earlier in the literature review. When interpreting data, I try to stay aligned with the research data and not let my experiences of the research topic influence the findings.

Respectively to the Aaker's brand identity model, I structure research findings accordingly. I start with a strategic brand analysis, which is followed by a brand identity and a value proposition. After, I analyze brand relationships and discuss about the brand positioning in Brazil. At the end of the chapter, I adapt research findings according to my interpretations into Aaker's brand identity model.

4.1 Brand analysis

First of the three data analysis is a word-cloud in figure 6. It is a collection of all interview data on how Brazilian **customers** Christmas season could look like. The bigger the word is, the more it, or a word with comparable meaning, mentioned in interviews. The most replicated word throughout the interviews was family, which seems to be the core of Brazilian Christmas. Other replicated words relate to family as well. Words such as reunion, food, dinner, happy and party describe family events and the nature of Christmas. Gifts and Santa Claus mentioned also several times in the interviews. Judg-

ing by the interviews, it seemed to me that commercial Christmas trends influence the traditional family centric season, but do not substituted the importance of family.



Figure 6. Landscape of Brazilian Christmas season

Interviews revealed that Christmas events such as dinner on the 24th of December and lunch on the 25th of December are occasions where plenty of food is served and families reunite to a big party. It is not only the core family of parents and children that gather to celebrate Christmas, but also cousins and grandparents are invited, the extended family. Although Santa Claus is one of the biggest words in figure 6, it became clear during interviews that he does not visit homes during Christmas, but leaves gifts to children in Christmas night. The gifts are placed under a plastic Christmas tree for the children to find, on the morning of 25 December. Interviews also revealed that families with older children or with adults only, exchange gifts as “Secret Santa’s” during their Christmas party on 24 December. Brazil’s Catholic background also showed in the research data. Words such as pray, Jesus and mass are visible in word-cloud (figure 6). Although religious terms were mentioned several times, it became clear during

the interviews that the religious events during Christmas are more significant among older population and spiritual people.

The research sample included people with versatile ages. Five out of nine interviewees were at the age of 40-59, two between 30-39 years, one a young adult with the age of 19-29, and a teenager between the ages of 10-18. Approximately half of the interviewees had children who are younger than 18 years old. The interviewees' age or family status did not seem to reflect in their answers. Young people and adults, with or without children, seem to have similar Christmas tradition to reunite family and celebrate Christmas with them. The older interviewees mentioned solidarity and charity slightly more often than what younger ones did. The interviews also pointed out that all social classes in Brazil have similar Christmas values and traditions in place. What seem to differentiate Christmas between social classes is the food that serves in peoples' dinner and lunch table, and the number of gifts people get.

In the first part of the interview, all interviewees associated Santa Claus as something from their childhood memories, which is now in the past, but still in fresh memory. The interviewees considered Santa Claus only as a children's character who brings gifts to them and entertains children around Christmas season in shopping malls. I dare to state that even though Santa Claus seems to have no role in adults' Christmas, it became clear during interviews that people long to their childhood memories, when they believed in the magic of Christmas and were anxious to meet Santa Claus.

The second part of the interview tested the SCF brand imagery effect to the interviewees (attachment 4). The primary research data did not indicate if Santa Claus Finland has authentic or appealing looks, but the secondary research data from an online search revealed how Santa Claus traditionally looks like in Brazil. When searching for pictures of "papai noel tradicional brasil" (traditional Santa Claus Brazil in Portuguese) it is visible that the picture results reflect more American "Coca-Cola Santa Claus" with short beard, shiny red coat and visible mouth. The online search also revealed that

Brazil has few known Santa Clauses around Sao Paulo area (Google). This brings me to the conclusion that the SCF's main **competitors** are local Santa Claus figures, and the American version of Santa Claus, commonly known as the Coca-Cola Santa.

The SCF brand values and Santa Claus Foundations mission have similarities with charity organizations that operate in Brazil. Hundreds of Children's Charity and non-profit organizations have regional, local and international presence in Brazil. I think that although these charities can be considered as competitors, for SCF those mainly pose an opportunity to collaborate with organizations that already operate locally, instead of establishing a charity under the SCF brand without local presence or connections, which would also be a slow and consuming process to SCL.

As SCF has no existing brand image among Brazilians, in the **self-analysis** my focus is in evaluating the SCF brand heritage and the SCL organizational values. If the brand established in Brazil, locals would relate several associations to the SCF brand. As the main theme of this research is to find out those associations, I present those in detail in the next chapter.

Though SCL is a small company, it has a big brand potential to manage. Claiming ownership of Santa Claus might not seem right to most people. As a globally recognized character, Santa Claus has several roles to fulfill depending on the culture. I think that most commonly he is considered as a personification of Christmas spirit and goodwill, but ironically at the same time he is also a symbol of commercialization and western culture. When managing a globally well-known brand that officially belongs to no one, licensing company needs to respect local heritage and adapt it to the brand. SCL should not claim ownership of people's Santa Claus in Brazil, but present Santa Claus from Finland who wishes to help locals on their basis, and who respects their culture.

To make sure that the Brazilian brand audience understands SCL missions, it could use story telling as their asset. Like telling the story of Santa Claus Finland, the company

should tell a story of themselves on how they started, what they do with Santa Claus and what their relationship is with Santa Claus, Finland and other markets. Not to forget, including SCL employees and partners to the story. A simple story with a tad of fantasy could be memorized well, and could continue developing along the company journey with contributions to the story from the brand audience.

4.2 Core and extended identity

In this chapter, I evaluate the 12 identity contributors that listed in the Aakers' brand identity model under product, organization, person and symbol. I assess the product and organization aspects according to all research material. Whereas person and symbol attributes assess only according to the interview data. After evaluation, I propose which identity contributors should outline the SCF brand identity in Brazil.

For a complete understanding of **product** attributes, we should have licensed products or services to evaluate. For now, the brand product offering in Brazil is intellectual knowledge of the target market, from brand origins, and licensing rights to the Santa Claus Finland. When I think of all licensing possibilities that SCF brand could have, the product scope could be as extensive as Disney characters. When exploring ideal licensees in Brazil, the brand origins should keep in mind. What is the quality and product scope that the brand supports, and who are the potential customers and their values.

The SCF brand links to its country of origin Finland, and automatically to the country image, if it exists in the brand's target market. Having Finland as brand origin, and hopefully as a brand association later on, can be a benefit to the SCL especially if the consumers' image of Finland is positive. A SCF branded product does not need to be from Finland or from a Finnish company, but it should meet the quality expectations that link to the image of the brand origin. I consider SCF as reputation fragile brand. Therefore SCL should avoid licensees that opposite with SCF brand reputation, values and credibility.

The SCF **organization** values mentioned earlier as part of the introduction in chapter 1.1. Most SCL employees work in the company headquarters in Helsinki Finland, but there are also few local ambassadors in Korea and Africa. The ambassadors have lived in Finland, but know both cultures and are very experienced of the markets' they work with. Having people who understand both Finnish and local markets' is a good way to establish licensing partnerships that respect the brand, but adapt to local culture. It also helps monitoring licensing agreements, ensuring that brand does not start drifting away from its origin.

The brand as **person** attributes ascends from the way Brazilians experience Christmas. For getting a good overall picture of interviewees' rational and irrational Christmas, I conducted a second data analysis categorizing the interview data to a table under feelings, adjectives and objectives (found from attachment 5). The first column feelings, represents the irrational side of Christmas, which raises from things, associations and events that interviewees experience during Christmas. The second column with adjectives, states how interviewees describe Christmas time from a rational point of view.

The words that the interviewees use to describe Christmas season are all positive: happy, love, kind, and generous. Smiles and talkativeness also associated with the season. Some interviewees also described Christmas to be an influencer. Mystique and recreation mentioned also several times in adults responses. This can partially explain with upcoming New Year's celebration that associates to several believes in Brazil. Some interviewees connected Christmas automatically to Santa Claus and thought him to be kind, happy, talkative and a good person. Many objectives that interviewees used in their responses had strong link to family and to reuniting people.

The second data analysis brings me to an assumption that if Brazilian Christmas was a **symbol**, it would have family and love in it. All feelings, adjectives and emotions that rose from interviews relate to family, love, solidarity and sharing. The imagery of Bra-

zilian Christmas season is bright, hot and in rare occasions rainy. I think that the SCF brand symbol could contain metaphors that reflect these values as well as the season.

The second set of interview questions tested how the interviewees feel about SCF current brand imagery with Finnish landscape. According to the interview data (attachment 4), the most interesting landscape pictures were the ones with sun, snow and bright white coloring. Grey landscape and pictures of northern lights considered calm and cold. Some interviewees had challenges understanding what the darker pictures presented. Although the dark pictures posed opposite feelings to interviewees than what they associate with Christmas, the dark pictures also fascinated them. Pictures of Santa Claus Finland did not appeal special to the interviewees. Although the Finnish Santa Claus has characteristic looks that differentiate him from other Santa Claus figures, those seem to be not visible to Brazilians, at least not at first sight. It is possible that even if Brazilians would familiarize the SCF brand, the Santa Claus Finland character would get mixed with other Santa's as the external differences are small. Therefore I think that what would actually differentiate the SCF brand from other Santa's is what the brand stands for and what customers associate it with.

After analyzing the 12 identity contributors from Aakers' identity model under product, organization, person and symbol, I wish to share my thought on how the SCF brand identity should aim to be like in Brazil. Figure 7 is a collection of the SCF brand's identity contributors, based on my interpretations of the research data and interview observations. The attributes that I included to the model, were most significant to the interviewees and to SCL. The attributes also meet the brand identity guidelines that reviewed earlier in literature review, making the SCF brand identity unique, recognizable and approachable to the target market. According to these conditions, I reason that a combination of country origin, organizational elements, personality and metaphors would form a solid brand identity to the SCF brand.

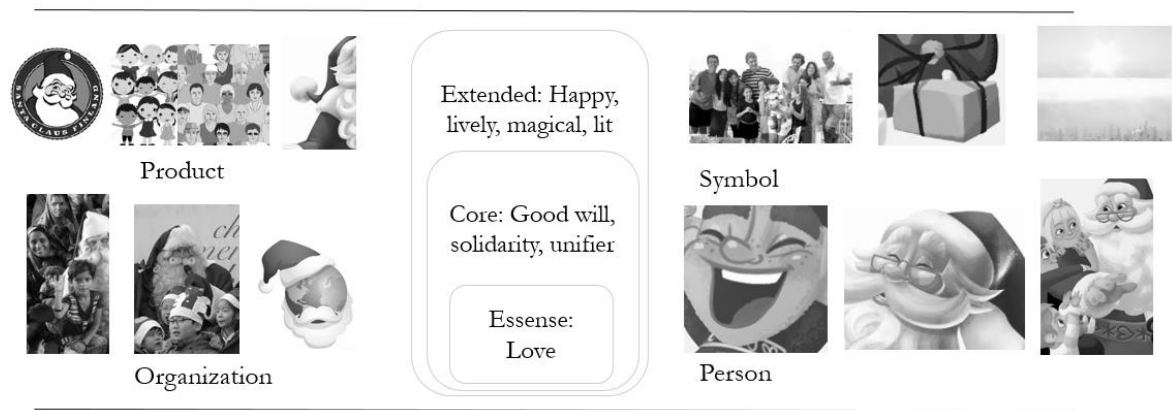


Figure 7. Santa Claus Finland brand identity

In the middle of figure 7 is the core and extended identity of the SCF brand. According to the interview data and my observations, I propose that SCF brand **essence** defines as love. It unites the emotions, events and objectives that make a Brazilian Christmas. As continuation to love, the brand's **core** identity embraces good will, solidarity and is a unifier, which represent the core values and interest's that interviewees have. The brand's **extended** identity aligns with the adjectives and images that interviewees relate to Christmas: happy, lively, magical and lit. These attributes would also define how the brand core presents and visualizes for instance in marketing and communications.

On both sides of the SCF brand core and extended identity are the identity attributes, which also reflect in the features in brand's core and extended identity. The closer the attribute is to the center of the figure 7, the more meaningful it was to the interviewees. According to my observations the **product** attribute closest to interviewees is Santa Claus, who is mainly a children's character, a character to every child despite their backgrounds. Judging by the research data, making the SCF brand also appealing to adults is a challenge. On the other hand, it is an opportunity to brands' **organizational** attributes. According to the interviewees, there is no common understanding or a single story of Santa Claus: Who he is and where he comes from? In Brazil Santa Claus sees as a global character bringing Christmas spirit to children. Even though Santa

Claus's humanitarian side is unthinkable to interviewees, it supplements the values that they associate with Christmas.

The brands as **person** attributes are enhanced by locals, but conflict slightly with brand origin. It is for SCL to decide how smiley, approachable, communicative and lively the brand presents in Brazil. I think that the brand's **symbol** attributes are very relevant to Brazilians and make the brand easy to approach. Family is what interviewees mutually wish to reunite for Christmas. Giving presents, dedicating time and helping others are all events that belong to interviewees Christmas. As a seasonal period, Christmas is about sun and light to most interviewees.

All attributes in figure 7 are qualities that Santa Claus Licensing, Santa Claus Association and interviewees share. Those do not oppose with brand's country of origin, and with appropriate imagery attributes, those can draw interest towards Finland. Also notably, the crafted SCF identity differentiates from other Santa Clauses by excluding commerciality and focuses on childhood Christmas experience (extended identity), with greater mission that addresses adults (core identity).

4.3 Value proposition

As a continuation to the previous chapter, I share my thoughts on how SCF brand value proposition would be like in Brazil. I base the propositions to my interpretations of the primary and secondary research data, as well as to the organization behind the brand. The SCF brand's functional benefits are subject to licensed products or services. However, when licensing a brand sign or associations to the licensed brand should be a promise of something. When a customer is making a purchase decision, what matters is if product or service does what it is supposed to. If I exclude this statement, and focus on what other functional benefits customers or licensees might expect when considering a SCF branded product over others, I think that the brand's functional benefits are its fairness and authenticity. Fairness rising from the brand's commitment for greater good, and authenticity that originates from the heritage of the Santa Claus Fin-

land character. Without products, fairness and authenticity would be the functional benefits why licensees and customers would choose the SCF brand.

- Functional benefits: Promise of fairness and authenticity.

The SCF brand's emotional benefits stem from interviewees wish to give time, presents and good will to others. The feeling that people get when giving would be the emotional benefit of the brand. The joy of giving, and the feeling that people get from it could occur to people as the magic of Christmas. The feeling might associate with excitement that people had when speculating what is inside of a Christmas gift, or to how great it felt to have the entire family together.

- Emotional benefits: Joy of giving, and feeling again the magic of Christmas.

The self-expressive benefit brings the Santa Claus Foundation's, the SCL, as well as the SCF brand's functional and emotional benefits together. Due to the SCF brand commitment for greater good and to children's charity work, people can express their values and believes to others. By choosing the SCF brand, consumers signal their contribution to greater good, whether it is humanitarian help, or making wishes come true.

- Self-Expressive benefits: Commitment for greater good.

The proposed value proposition addresses licensees and customers. A SCF licensed brand is fair from its origins and authentic in its product scope. The joy of giving or receiving fulfills customers, and at the same time, people can express their humanity and participation for greater good.

4.4 Relationships

The interview data revealed several possibilities and obstacles to consider before establishing the SCF brand in Brazil. People in Brazil have local Christmas traditions, but

Santa Claus is somewhat excluded from those, and left as shopping center entertainer. Notably Santa Claus is not considered as humanitarian, which is the Santa Claus Associations' mission. As discussed earlier in chapter 4.1, there is also a difference on how adults and children respond to a Santa Claus character. This brings me to the assumption that SCF brand has two audiences in Brazil, which need to address differently.

Third data analysis of the primary research data is a picture collage in figure 8. It is a collection of subjects, which interviewees relate to their childhood and adulthood Christmas. The subjects that interviewees associate to children's Christmas are collected to the left side, and subjects placed to the right are the ones that associate to adults Christmas. When looking into the difference between these sides, it shows that there is a difference between the two. Children's Christmas is surrounded by traditional topics such as Santa Claus, sledge, hugs and gifts. Whereas adults' Christmas is more about having friends and family around, giving, vacations, midnight mass and food.



Figure 8. The landscape of Christmas, adults and children.

The SCF brand audiences', children's' and adults' associations of Christmas are different. Therefore, I think that the SCF brand trigger in Brazil should be different for

adults and children. A Santa Claus character represents Christmas magic for children, but has weak relationship with adults. I think that when addressing adults, the SCF brand should focus on other qualities than to the Santa Claus Finland character. The values that SCF brand stands for are more meaningful to adult audience than Santa Claus. Addressing those values to adult audience would strengthen the brand relationship with adults, and make the brand convincing in their eyes. The interview data reveals that the SCF and its adult audience shares especially strong one common value: good will. I think that in an ideal situation this could mean that, the SCF brand would associate in Brazil as a link between those who wish to help and those in need. Other important value that Brazilians have according to the interviews is family. I think it is also an important brand association for SCF to establish, to reunite families.

4.5 Brand positioning

Judging by the secondary research data, the proposed SCF brand values and sign attributes would make the brand stand out from its competitors, and support brand recall. Without these differentiators, the brand could feel superficial among Brazilian audience, and be just “another Santa”. According to the interview data, snow is an unfamiliar concept in Brazil, as most have never experienced it. Interviewees considered snow exotic and cold, but have a hard time linking it to their Christmas. The dark pictures of Finnish winter that use as part of SCF brand imaginarily relate to brand origin, but conflict with Brazilian summer. I think that by carefully combining Finland’s exotic landscape with winter sun reflecting from snow, brand imagery could be appealing to Brazilians.

The SCF brand drawings of Santa Claus, his little helpers and other characters appeal to the interviewees’ childhood memories. The drawings thought to be happy and to represent Christmas spirit, but when I compare the Santa Claus imagery (attachment 4) with interviewees Christmas associations of smiles and happiness, I notice that Santa Claus himself does not have a smile. Santa Claus Finland’s beard prevents to see his mouth, which actually differentiates Santa Claus Finland from other Santa Clauses. The

liveliness and joy of Santa can also show in other ways, but to make Santa Claus approachable, even in live situations, signs of happiness should show.

I think that a good brand story can best support the SCF brand imagery. A compelling brand story would explain who Santa Claus is, where his helpers are from, and where do they come from in a lively, happy, and bright context. In addition to increase brand credibility among adult audience, the brand story should embrace local values of Christmas: love, family, solidarity.

4.6 Brand identity framework model

After discussing and reflecting the interview data to the literature review, I collected my interpretations of the research findings into one picture. Figure 9 is an adaption of the Aakers brand identity framework model where I have gathered the previously identified brand identity elements together. Starting from upper left of the figure, SCF brand's main resources are its recognized characters, the experience that the organization has from Asian market, brand's authenticity (country of origin), and big potential audience of children and adults. The brand's assets on both sides of the brand's core and extended identity, are features that the brand naturally represents, and which embrace the brand's core and extended identity. Love that rose from interview themes is the essence of the brand. Good will, solidarity and power to unify people are the core values that rose from the interviewees and reflect in the brand's organizational, symbolic and product attributes. The brand's extended identity cumulates from the way interviewees experience Christmas season and how SCL should response with a happy, lively, magical and lit imagery that can reflect the brand's symbol and person attributes.

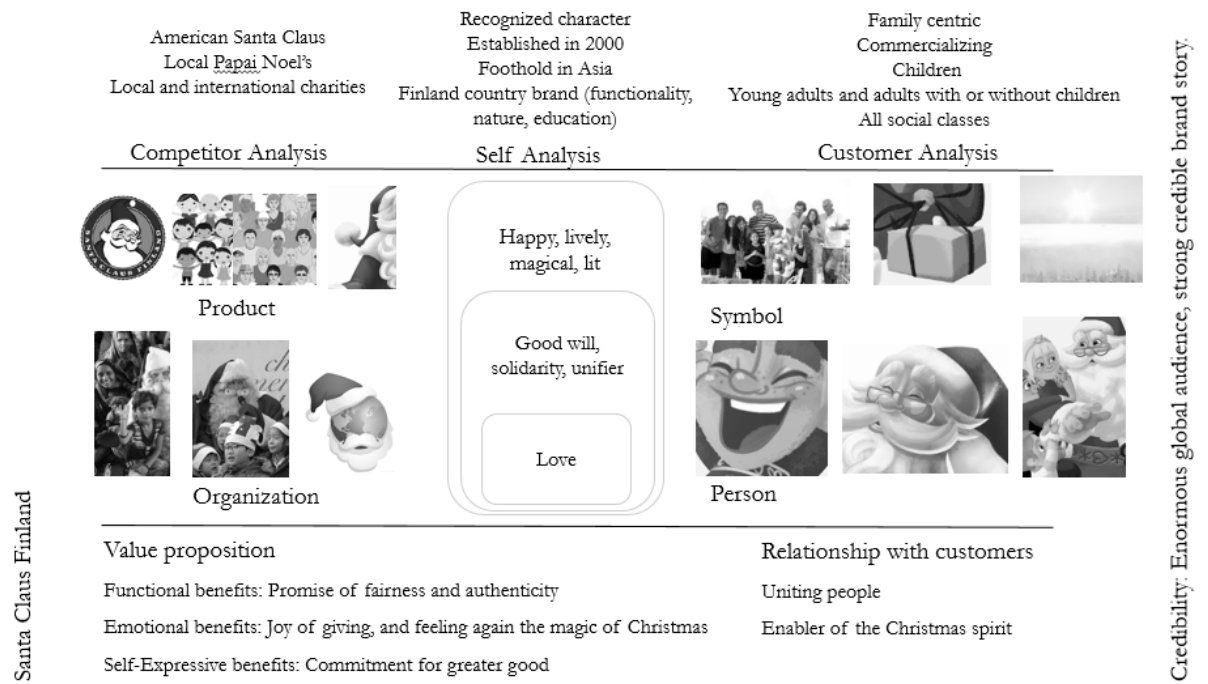


Figure 9. Santa Claus Finland brand identity framework model

The interviewees', Santa Claus Foundation's and SCL willingness to make good reflects in the brand's value proposition. Judging by the primary research data, the SCF brand would be a proof of fairness and authenticity, offering the feeling of Christmas spirit by unifying people in need and those who wish to help. The brand would have the power to unite individuals for greater good to help the children around the world. In my opinion, the brand's credibility is much dependent of a captivating and a believable brand story. The enormous potential brand audience around the world raises the brand's credibility.

5 Conclusions

This chapter closes the report first by summarizing answers to the research problem, followed with implementation suggestions to SCL. After, I discuss the brand's future in Brazil and explain briefly, Santa Claus Finland Licensing's comments to the research findings. I complete this chapter with self-evaluation of the research author.

5.1 Brand adaptation

As an answer to the research problem, the Santa Claus Finland brand requires market specific adaptation in Brazil. The brand has good potential to succeed in Brazil as the brand's fundamental values are mutual with locals, but there are several topics to consider that I listed below:

Core values of the Santa Claus Finland brand:

- Brand barriers. Interviewees associations to Santa Claus as a commercial children's character, who does not considered as humanitarian.
- Opportunities. Local Christmas traditions exist, may add visibility of Santa Claus, depth to character and a story.
- Trigger. Brand could be a link between those who wish to help and those in need (good will). Bringing families together to have fun and enjoy Christmas season (playful magical side of the brand).

Values and attributes making the brand stand out from the crowd:

- Signs. Snow is an unfamiliar, but fascinating concept when lit. Dark imagery conflict with Brazilian summer. Brand drawings appeal to childhood memories. Smiles and liveliness.
- Elements. Values: Love, family, solidarity. Atmosphere: Lively, happy, bright.

Positioning:

- Credibility. Enabler of Christmas spirit by making good. Strong and credible story respecting the local values.
- Recognition. Through carefully chosen licensees and partners that reinforce brands core values.

5.2 Recommendations

In this chapter, I present concrete ways to license and implement the SCF brand in Brazil. The proposals align with SCF brand identity and some discovered from the interviewees. Many of the proposals follow the principles of “sweet spot” and “higher purpose” which presented in chapter 2.5.3. As Brazil is a huge market, I limit the implementation recommendations to Rio de Janeiro from where most interviewees are from.

To start with, an important strategic issue is to remember not to undermine a product by over licensing it (Hollensen 2004, 311). As licensor, SCL should start by evaluating possible licensees. Assessing what could be the benefits for both parties, and assure that licensee’ values would not conflict with the SCF brand values. Local partner or internal agent would be a logical way to supervise licensing operations in Brazil. It could increase the speed of market entry. A short contract could make any joint venture less risky. (Hollensen 2004, 318.)

At first the SCF brand should gain awareness and recognition in the market. Therefore, I split implementation recommendation in table 2 into two targets, of creating awareness and establishing licensing agreements. Quite natural ways to establish brand awareness among children and families with children is to have Santa Claus appearances in shopping malls, hospitals and children’s television shows. City such as Rio de Janeiro has increased its share of tourism in the past years. Santa Claus could also visit hotels during Christmas. At least in Rio de Janeiro hospitals and charities have big Christmas celebrations for children and adults. Attending these events would be a great way to promote the soft values of the brand and gain awareness among adult audience.

Brazil will host the summer Olympics in 2016. A joint venture with Finland’s national team could be interesting for both parties. Naturally, brand should claim presence in social media as well, and appear in open resource webpages such as Wikipedia and es-

establish sites in social media. Many of these proposals could also draw local media attention.

Table 2. Brand implementation, raising awareness and establishing licensing partnerships.

	Children	Adults
Awareness	Shopping centers during Christmas Hotels during Christmas Hospitals during Christmas Children's TV shows	Local charity events Olympics Social media Wikipedia etc.
Licensing	Shopping centres with most family visitors and children's activities Local toy and food brands Local children's characters	Penedo Finnish colonization Papai Noel dos Correios

I also wish to highlight few licensing opportunities that I see are most optimistic for the SCF brand. Shopping centers with mostly family visitors could be interested in licensing. Santa Claus Finland could also have presence in other celebrations than Christmas, which occur around the year in Brazil. These could include “Carnaval” in February-March that combines imagination with imposing festivals, and “Festa Junina” in June celebrating Brazilian mid-winter. Local toy and food brands also impose interesting licensing partnerships, not to forget local children’s characters such as “Galinha Pintadinha” or “Patati Patata”.

Brazil also has a Finnish colonization in the town of Penedo, two hours away from Rio de Janeiro. It has some Santa Claus attractions and is rumored to have the Santa Claus’s summer cottage. The last licensing opportunity I wish to mention relates to the national post office of Brazil “Correios”. It has a charity campaign during Christmas that makes less fortunate children’s Christmas wishes come true. The postal office works as a messenger between people who wish to help and the children who sent a Christmas gift wish to Santa Claus. The wishes are collected by the postal office and every person who wishes to help can choose a wish that they want to make true.

I excluded from the implementation suggestions all possibilities that SCL has with Finnish companies. Many of the proposals above could be joint ventures with Finnish companies that SCL already co-operates with. A joint venture would be a great way to export Finnish products and expertise to Brazil. Despite the numerous licensing and partnership opportunities, what needs to keep in mind at all times is that partnerships are aligned with the brand.

5.3 Future considerations

The research findings presented to the Santa Claus Finland Licensing in June 2015. The company was pleased to hear about the results, and stated that Brazilian market needs more consideration than what they might have given it. The agency that SCL was in touch with in Brazil has been unfortunately silent, but employees stated that the thesis proposals could open new doors for SCL to enter the market. At this point, it is too early to say if any implementation recommendations that I identified will lead to concrete actions in Brazil, but the brand identity findings already help the organization further. One of the thesis implementation suggestions will also evolve into a business case over summer 2015, and is presented to a possible Finnish partner in August.

In the future, after hopefully establishing brand recognition in Brazil, a new research should take place measuring the brand equity. The second research I propose would occur after realizing licensing partnerships. This would focus on customers' emotional side when choosing, purchasing and using a SCF licensed product or service. Third research proposal relates to the brand monitoring. This is a continuous exercise, finding out which proportion of brand noise compared to brands fantasized identity projects in the brand image. If the signals that originate from the brand's identity align with customers' image, the branding programs are effective. If brand noise overpowers brand's signals, communication program needs to take place to prevent noise on interfering brand image.

5.4 Author self-evaluation

This Master's thesis process had its difficulties, which eventually brought me to where I am now. Ever since I started IBMA program in August 2013, I had the initial idea to have my thesis related to branding. This was mostly due to observations of my employer's brand, and what unexplored possibilities it had. First project that I stated my thesis with ended too early and forced me to change the topic. Luckily, I came across this research opportunity, and could carry on with the work almost according to my original thesis project schedule.

First challenge with the new topic was defining a research problem that would best serve SCL. As an outsider to the topic, and as a new person to the concept of branding, it took some time to adopt new methods and understand a licensing company's business. Eventually all effort paid off. SCL had clear guidelines on what they were expecting to find out. What remained as my task was to find a suitable theory to support the research target. Eventually gathering literature review around brand identity and branding was a straightforward task. Finding similar studies that base to licensing and companies that are based or tied to a fantasy character was tougher.

After including brand management, international marketing and communications courses to my study curriculum, I had gained good understanding of branding. I managed to avoid two major research obstacles of poor research problem scoping and data sample quality. Collecting a comprehensive theory framework, scoping research problem and assuring good quality sample took the majority of my time. After finishing these three project steps successfully, it was clear to interpret data and put the research findings into context.

It took approximately a year to complete this thesis. I am satisfied with the outcome. Although I had to leave much brand theory outside the thesis scope, I managed to stay aligned with the assignment and provided answers to the research problems. I successfully found out how Brazilians relate to the core values of Santa Claus Finland brand

and addressed their possible brand associations, in some order of significance. I defined which brand values and attributes would make the SCF brand stand out from competitors, and how to position the brand in the market. I was also pleased to present some implementation recommendations for the thesis organization, that originated from the interviews. Even though I could not point out partners from Brazil by name, I was able to point out some credible licensing opportunities that would suit the SCF brand values and mission.

During thesis process, the most rewarding has been to assist a company with good means to get started with a market that interest me for personal reasons. I truly wish that in future Santa Claus Finland is present in Brazil, and has joined other Finnish companies to enter this challenging market as well.

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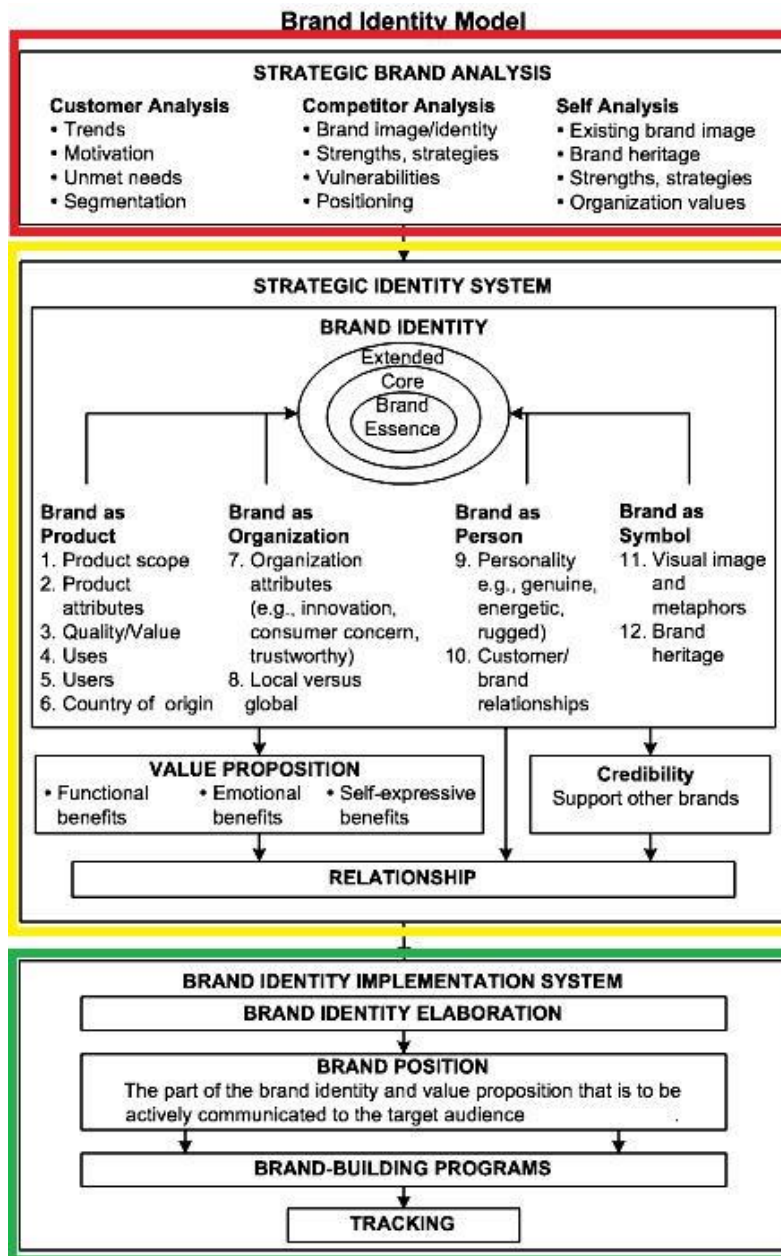
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Attachments

Attachment 1. Brand identity model



Kilde: Aaker, David A. & Hoachimsthaler: Brand Leadership. The Free Press. 2000.

Brand identity model (Aaker and Joachimsthaler 2002, 44)

Attachment 2. Interview questions with sources, first part

#	Question
1.	Your age a. Between 10-18 years b. Between 19-29 years c. Between 30-39 years d. Between 40-59 years e. 60 or more
2.	Do you have children under 18 years old? a. Yes b. No
3.	Write down the first five things that come to your mind when you think about Christmas time. ****
4.	Why did you choose these five things? ****
5.	Describe how Brazilian Christmas is. *
6.	If you could communicate a single message (in one sentence) about the Brazilian Christmas, what would it be? *
7.	In your opinion, what are the most important values of Christmas? *
8.	Describe your own Christmas traditions
9.	What is the most remarkable Christmas event you have ever had? *
10.	If Christmas was a person, what would its personality be? How would it look, act and talk? **

Questions adapted from the following sources:

* Alina Wheeler. 2009. Designing Brand Identity: An Essential Guide for the Whole Branding Team. John Wiley & Sons, Inc., Hoboken, New Jersey.

** <https://creativemarket.com/blog/2013/07/23/designing-a-brand-identity> (Accessed, 17.7.2014)

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**** Chandler, J. & Owen, M. 2002. Developing Brands with Qualitative Market Research. SAGE Publications Ltd, London.

Attachment 3. Interview questions and data, first part.

1. Your age / Indique sua faixa etária:
a. Between 10-18 years / Entre 10-18 anos
b. Between 19-29 years / Entre 19-29 anos
c. Between 30-39 years / Entre 30-39 anos
d. Between 40-59 years / Entre 40-59 anos
e. 60 or more / 60 ou mais anos
D, D, A, D, D, B, D, C, C
2. Do you have children under 18 years old? / Você tem filhos com menos que 18 anos de idade?
a. Yes / Sim
b. No / Não
B, A, B, B, B, A, A, B, A
3. Write down the first five things that come to your mind when you think about Christmas time. Escreva as primeiras cinco coisas que vêm à sua mente quando você pensa sobre a época de Natal.
Family, birth, reunion, love, happiness Nativity Scene, Peace , Yarning, Family, Santa Claus Gifts, food, Santa Claus, star, snow. Family, food, happiness, reuniting, gifts. Family, heat, Christmas lunch, gifts, mass (Missa do Galo) Happiness, family Gift, decorations, Christmas dinner

<p>Family, holidays, dinner with lots of food, beer with friends, presents.</p> <p>Food, presents, family, children, music</p> <p>Rain, custard, white (new year's), family, lentils.</p>
<p>4. Why did you choose these five things?</p> <p>Por que você escolheu essas cinco coisas?</p>
<p>MY Christmas</p> <p>Making and spending time together, family bond, peace among family members, yearning for Christmas time as a kid, and for those who are gone (mother), Santa Claus symbolizes the fulfillment of Christmas time.</p> <p>Getting presents, Christmas food is good, no Christmas without Santa Claus star in the Christmas tree, always wanted to see snow.</p> <p>Reminds of the Christmases when I was a child.</p> <p>Relate to reflection (renewal), happiness, rush to prepare Christmas night.</p> <p>MY Memories.</p> <p>Relate to summer time in Brazil.</p>
<p>5. Describe how Brazilian Christmas is.</p> <p>Descreva como é o Natal brasileiro.</p>
<p>Family reunion, dinner, mid-night celebration, birth of baby-Jesus, thankful for being there together.</p> <p>Christmas tree (catholic crib), children write to Santa their gift wishes, on Christmas eve family gathers for a great dinner (ham, French toast), gifts are exchanged, Catholics go to mass of the Rooster.</p> <p>Most families cannot afford to exchange gifts or enjoy dinner. Caring people provide food baskets and toys for children.</p> <p>Postal office offers everyone the opportunity to be a Santa Claus. By picking up a letter from a child to Santa Claus, a wish will come true. Enabled by churches and some NGOs to help the families with most need.</p> <p>Gifts, happiness, party, meeting with Family, lights, good food.</p> <p>Originated from Portuguese colonization, typically catholic. Biggest celebration is on 24th (all family members meet). Lunch on 25th (at someone's place)</p>

<p>Following the traditions: Christmas tree and snow decorations <u>even</u> though it is hot (over 35c).</p> <p>Crazy, school summer holidays, meeting others, parties, finding time to meet friends and family, secondary the celebration of Jesus' birth, Midnight Mass on tv especially for older people.</p> <p>Family reunion, lots of Christmas food, Christmas tree, gifts, Secret Santa.</p> <p>Dinner on the 24th with entire Family, and lunch on 25th. Secret Santa (one gift per person), less gifts, seeing old friends/ colleagues during December.</p> <p>Food, family, happiness, new clothes, music, gift exchange, parties that last until 5am.s</p> <p>Food (lots of, meats, turkey), Christmas tree (plastic), vacations</p>	<p>6. If you could communicate a single message (in one sentence) about the Brazilian Christmas, what would it be?</p> <p>Se você pudesse resumir em uma única frase como é o Natal Brasileiro, que frase seria?</p>
<p>Love, brotherhood.</p> <p>Commercial</p> <p>Many smiles.</p> <p>Leave time for meeting your family.</p> <p>Hot for every sense.</p> <p>Big party, family, friendship</p> <p>Lots of food, drinks and events.</p> <p>Fraternity</p>	<p>7. In your opinion, what are the most important values of Christmas?</p> <p>Na sua opinião, quais são os mais importantes valores do Natal?</p> <p>Family (without family we are nothing and nobodies).</p> <p>Rethinking peace, solidarity, unity in families, and celebration of life.</p> <p>Love, happiness, humid heat, emotional ties and solidarity.</p> <p>Helpful, kind and generous</p> <p>Reflection, forgiveness and love</p>

<p>Family, reunion, love</p> <p>Be with your Family.</p> <p>Big party, family, friendship</p> <p>Birth of Jesus Christ, rebirth, change, mystics.</p>
<p>8. Describe your own Christmas traditions / Descreva as suas próprias tradições de Natal.</p>
<p>Celebration with (extended) family, home, sharing responsibility, parents giving gifts, funny secret Santa entertains.</p> <p>Magical, believing in Santa, waiting to see the sledge in the sky, anxious wait for the presents, Santa Claus arriving during nighttime while asleep, 24th had to go early to bed and wait for the good old man to arrive.</p> <p>On the 25th the joy of opening gifts. Lunch at grandmother place with family. More gifts.</p> <p>Passing on the traditions. Giving kids the opportunity to believe in Santa Claus, fantasy.</p> <p>Now older, time to reflect in quiet, meeting friends (as family does not spend Christmas together any longer).</p> <p>Christmas has lost the spiritual meaning and commercialized.</p> <p>Waking up at 5 AM on 25th to open presents. Dinner at someone's place.</p> <p>Reunion at mother or mother in-law (people came from different cities).</p> <p>Eating and drinking a lot.</p> <p>Making kids sleep to get their presents on 25th.</p> <p>Family reunion, dinner</p> <p>Preparing for 24th Christmas dinner, midnight pray and food, gathering together, presents, secret Santa.</p> <p>The traditional ones</p> <p>The traditional ones</p>
<p>9. What is the most remarkable Christmas event you have ever had? Qual é o mais memorável Natal que você já teve?</p>
<p>Celebration with family and relatives (extended Family), surprise gift.</p>

<p>Spending time with mother, magic in the air as a child, waiting to see the Santa Claus sledge in the sky (not closing my eyes for the entire night) carrying every child's gift. Believe in peace in the world, solidarity, and equality.</p> <p>The worst Christmas: without hugs, gifts. Christmas was not made to happen without Christmas at grandmothers.</p> <p>Christmas as a child with the entire Family (before parents divorced)</p> <p>Managed to reunite entire Family.</p> <p>Getting many presents at the age of 10, which later reduced.</p> <p>As a child waking up to see the presents. Mid-night party, secret santa.</p> <p>Childhood, gifts, believing in Papai Noel.</p>
<p>10. If Christmas was a person, what would its personality be? How would it look, act and talk?</p> <p>Se o Natal fosse uma pessoa, qual seria sua personalidade? Como ele se pareceria, agiria e falaria?</p>
<p>Smiley, talk active, happy, good manners, peaceful.</p> <p>Influencer to convince people come together again, without having to worry about time restrains, rejoining people after getting distant.</p> <p>Encourage to rethink values, search for the spiritual side, and lose time to pointlessness things of life.</p> <p>Happy, huggable, lively, warm. Speaking in a cozy way to do that you feel at home and comfortable. Man and wife together.</p> <p>Nice guy, good chat, tipsy and generous,</p> <p>Restless, excited, speaks loudly with hands, optimistic, cheerful and energetic.</p> <p>Like Santa Claus, kind and always happy.</p> <p>Like Santa Claus (cannot be avoided), symphatic, calm, chubby, with a bag of presents.</p> <p>Calm, good person for everyone. Female, chubby, cooks a lot of food.</p> <p>Grandmother, dear, cooker, together with family, generous, shares.</p>

Attachment 4. Interview questions and data, second part.



Q1: How would you describe the mood of the pictures? What is the feeling you get from the pictures?

Como você descreveria as imagens, e que sentimentos elas lhe passam?

Themes: Would be privileged to witness, beautiful, imaginary, preserving nature, destroying, and future.

Themes: Peace, nature, best gift for our eyes.

Themes: Calm, something cold.

Themes: Cold.

Themes: Peace, tranquility, beauty, force of nature.

Themes: Incredible, admirable.

Themes: Beautiful, calm, pole, environment has to be protected.

Themes: Calm, mysterious land, unnatural, exotic.

Themes: Cold and hot, sun, miracle 2. Amazing, strength of nature. 3. Peace, admire. 4. Hard to understand.



PAGE 2

Q2: What is your first impression to these images?

Qual é a primeira impressão que as imagens lhe passam?

Themes: Children's happiness is priceless.

Themes: Commercial Christmas, Santa Claus is for children.

Themes: Global ceremony, even though beliefs are different, everyone believes in Santa Claus.

Themes: Presents.

Themes: Innocence, happiness.

Themes: Solidarity.

Themes: Christmas.

Themes: Cute, traditional.

Themes: Went for a school trip to visit Santa Claus. Asking for gifts.



PAGE 3

Q3: What is your first impression to these images?

Qual é a primeira impressão que as imagens lhe passam?

Themes: Even though you would be poor, Christmas spirit brings happiness.

Themes: Love, solidarity, the values of Christmas.

Themes: Santa Claus brings love by joining the people you love. No matter how simple the conditions might be.

Themes: Socializing amongst people.

Themes: needs, sadness, abandonment, hope.

Themes: Moment of happiness

Themes: Christmas.

Themes: European culture, misplaced.

Themes: Diversity, volunteering, European culture, sweetness.



PAGE 4

Q4: What kind of personality the person in the pictures has?

Que personalidade a pessoa das imagens tem?

Themes: Distant, fulfilling a role, ironic.

Themes: Happy, cute, active, lovable.

Themes: Sympatic.

Themes: kind, strong.

Themes: Generous.

Themes: Happy and fulfilled.

Themes: Kind and happy.

Themes: Good person, sympatric, happy.

Themes: Good person, talkative, calm.



PAGE 5

Q5: How would you describe the mood of the pictures? What is the feeling you get from the pictures?

Como você descreveria as imagens, e que sentimentos elas lhe passam?

Themes: The spirit of Christmas.

Themes: Happiness, anguish.

Themes: Joint effort, collaboration, to give and receive love.

Themes: Feeling of joyful Christmas

Themes: Fantasy and dreams, anticipation, happiness.

Themes: Happiness, the best time of the year.

Themes: Christmas, childhood, happiness and family, old children's books.

Themes: Happy, diversity.

Themes: Happy, children's Christmas, fantasy.

Attachment 5. Data sorted to feelings, adjectives and objectives

Feelings	Adjectives	Objectives
Amor, felicidade, saudades, reflexão, alegre, perdão, re-	Especial, sorridente, comunicativa, feliz, falando, tranquila, solidárias, comercial, mágico,	Papai Noel, bom velhinho, união, amigo oculto, enfeites, nascimento, roupas novos, memo-

novação, fraternidade, mudança, misticismo, solidariedade	espiritual, bonito, calor, carinhosa, animada, quente, cara, legal, bom de papo, beerrão, generoso, animado, caloroso, agitado, falaria, otimista, alegre, vigoroso, Papai Noel, bonzinho, simpatia, sereno, gordinho, calma, boa, mulher, gorda, generoso, compartilhar, choverão, branco	rias, musica, grupos (da escola, da universidade, do trabalho antigo, da praia, da rua), chopes, férias, verão, decorações simulando neve apesar, almoço do dia 25, ceia do dia 24, homem e mulher, abraços, laços afetivos, sorrisos, árvore de Natal, estrela, neve, futilidades, valores, trenó, missa do Galo, presentes, comemoração, faith, famílias mais necessitadas, presépio, paz, presentes, amigo oculto, fraternidade. meia noite, reencontram, ceia, festeja , família, Família, nascimento, união, reúne, desejos, árvore, cartinhas, reúnem, luzes.
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